

Nurse Practitioner-Led Clinics
Advancing Family Health Care for All

Number 1

Implementing a Nurse Practitioner-Led Clinic

A Preliminary Guide Sheet

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Version 1.3

Purpose

- A set of Nurse Practitioner-Led Clinic implementation guide sheets is being made available to your group to assist in the development of your Nurse Practitioner-Led Clinic.
- This is document Number 1, titled *Implementing a Nurse Practitioner-Led Clinic – A Preliminary Guide Sheet*.

Overview

- The *Preliminary Guide Sheet* is intended to:
 - Help you understand what is involved in establishing a Nurse Practitioner-Led Clinic; and
 - Provide a preliminary outline of the process your group will encounter in becoming a fully operational Nurse Practitioner-Led Clinic.
- The guide sheet also touches on several key terms and business instruments that will be in use. These include:
 - *A Nurse Practitioner-Led Clinic Implementation Roadmap* (a schematic);
 - Meeting 1 and Meeting 2;
 - Preliminary Funding;
 - *Development Grant Agreement*;
 - *Capital Grant Agreement*;
 - *Business Plan* and *Operational Plan*;
 - Governance;
 - Inter-professional Health Provider/Human Resources; and
 - *Nurse Practitioner-Led Clinic Operational Agreement*.
- The *Nurse Practitioner-Led Clinic Implementation Roadmap* (see Appendix 1, page 7) outlines the timeframe that your group needs to follow in establishing your clinic and achieving fully operational status 12-months from the time the ministry announces your proposed clinic as a successful applicant.
- The uniqueness of the Nurse Practitioner-Led Clinic initiative allows your clinic to be engaged with each aspect of the development process simultaneously in order to expedite the timeframe in which your group becomes fully operational.
- Before any meetings are scheduled with the ministry, you will have first received an invitation from the Ministry of Health and Long-Term Care (the ministry) to proceed with the development of your proposed Nurse Practitioner-Led Clinic.

Meeting 1

- The inaugural meeting with the ministry to discuss development processes occurs 1-to-2 weeks after the ministry's announcement of the successful Nurse Practitioner-Led Clinic applicants.
 - Your group meets with an assigned ministry contact via teleconference, where you will be provided an overview of the next steps and expected timelines to complete these steps.
 - The ministry will email the documents that you will need to refer to, which will become the simultaneous focus of your group's activities.
 - Preliminary funding guidelines are discussed (please refer to the preliminary funding section below).
 - Prior to the next follow-up meeting (Meeting 2), the ministry will expect the following steps to be completed:
 - Secure a temporary meeting space;
 - Obtain a bank account in the name of the group;
 - Retain legal counsel in order to incorporate your group;
 - Hire a Project Lead (the primary contact with ministry);
 - Define governance structure (refer to *Governance – A Guide Sheet*);
 - Elect a Board of Directors; and
 - Identify potential locations for your Nurse Practitioner-Led Clinic.

Preliminary Funding

- Your group is eligible for preliminary funding of up to a maximum of \$10,000. The objective of this funding is to provide you with start-up resources so that your group can immediately initiate the clinic development process.
- This preliminary funding will enable your group to expedite the process of becoming fully operational within 12 months. Preliminary funding will assist your group to:
 - Obtain a temporary meeting space for 2-to-3 months to engage in meetings;
 - Purchase office supplies for meetings;
 - Retain legal counsel in order to incorporate your group; and
 - Hire a Project Lead (the primary contact with the ministry).
- The ministry will release the preliminary funding through an Initial Development Funding Agreement letter as soon as a bank account is acquired by your group to receive funds.

Meeting 2

- This meeting is intended as a progress report occurring within 1-to-2 months after the initial teleconference with your ministry contact. At Meeting 2, it is expected that:

- You will be able to identify any conceptual and/or practical barriers facing the development of your planned Nurse Practitioner-Led Clinic;
- Your group will have retained legal services in order to incorporate and the board of directors will be elected;
- Your governance structure and bank account will be in place;
- You will arrange site visits for the potential locations of the Nurse Practitioner-Led Clinic;
- You will have built upon your application for the development of programs addressing your community needs, and identified the proposed human resources needed in order to deliver these programs; and
- You will present your request for development grant funding, which the ministry will incorporate into a *Development Grant Agreement* (please see immediately below).

Development Grant Agreement

- The ministry will provide additional funding to assist your group in the planning, development and implementation of your Nurse Practitioner-Led Clinic. This assistance is in the form of a *Development Grant Agreement*, which the ministry will conclude with you based on the requirements you will bring forward and with which the ministry agrees. (For more information on this topic please refer to the *Development Grant Agreement – A Guide Sheet*.)
- At this stage in your planning process, you will have completed much of the development of your programs, and should have a general idea as to a) what type of human resources your Nurse Practitioner-Led Clinic will need and b) the physical space required.
- Your ministry contact will assist you in linking human resources to patient targets and programs in order to build a *Business Plan* and *Operational Plan* that are both realistic and meet your community's needs.
- The request for development grant funding will need to include a brief description of the items that appear on your list. Examples of approved funding elements include:
 - Hire a consultant to develop your *Business Plan* and *Operating Plan*;
 - Instruct your legal counsel on the creation of your Board of Directors' by-laws;
 - Continue to receive funds to retain your temporary meeting space;
 - Identify and/or secure a location for the Nurse Practitioner-Led Clinic;
 - Retain an architect for site renovations; and
 - Provide you with ongoing funding for office supplies and meeting expenses.
- For more information on this topic of funding, please refer to the *Development Grant Agreement – A Guide Sheet*.

Business Plan and Operational Plan

- The *Business Plan* and *Operational Plan – A Guide Sheet* will provide Nurse Practitioner-Led Clinics with the requirements for developing the two components necessary to secure operational funding.

- Each component has a separate purpose:
 - A *Business Plan* outlines the vision for the services and programs your Nurse Practitioner-Led Clinic expects to provide; and
 - An *Operational Plan* sets out the detailed funding requirements for the Fiscal Year.
- The ministry expects the following in the *Business Plan* and *Operational Plan*:
 - A full description of your clinic's programs and services;
 - A list of providers, job descriptions, and recruitment plans linked to the programs offered;
 - Detailed list of space planning requirements linked to the providers and programs;
 - Site location and a plan for necessary renovations;
 - Information technology needs linked to the providers; and
 - A realistic timeline to become a fully operational Nurse Practitioner-Led Clinic.

Governance

- *Governance – A Guide Sheet* will be made available to you as a reference. However, your group should obtain legal and financial advice, as necessary, to assist in the implementation of your governance structure.
- Governance refers to the manner in which the affairs of the Nurse Practitioner-Led Clinic will be managed and supervised. Each Nurse Practitioner-Led Clinic will be required to form a separate and distinct not-for-profit corporation and adhere to the Corporations Act. Each Board must include nurse practitioner representation.
- The preliminary funding provided to your group will assist in obtaining the appropriate resources (i.e. legal consultation) to develop the by-laws and governance of your proposed clinic. Your legal service provider will act on your behalf in the incorporation of your Nurse Practitioner-Led Clinic.

Lease and *Capital Grant Agreement*

- At this point, you may or may not have already found a location that you may wish to lease. If you have a preferred location, the proposed lease should be provided to the ministry showing the following:
 - Cost per square foot;
 - Cost of utilities;
 - Maintenance fees; and
 - Any other cost pertaining to the lease agreement.
- The ministry will review your lease terms to ensure that they are consistent with properties of equal value within your community and, once satisfied, will offer its approval to securing the location. The funds to secure the site will come out of the *Development Grant Agreement*.

- You will hire an architect through the *Development Grant Agreement* to design the space based on your staffing and clinic programs. This plan should be submitted to the ministry for review once completed and will inform the basis of the *Capital Grant Agreement*.
- For more information on the process to conclude a *Capital Grant Agreement*, please refer to the *Capital Grant Agreement – A Guide Sheet*.

Inter-professional Health Providers / Human Resources

- The *Inter-professional Provider Compensation – A Guide Sheet* will set out the eligibility, approval criteria and guidelines for the compensation of inter-professional health providers.
- In order for your group to receive compensation support from the ministry, your group will need to specify the following through your *Business Plan* and *Operational Plan*:
 - A detailed plan for existing and proposed staffing;
 - Timelines and key milestones for implementing the staffing / recruitment plans;
 - A description of financial and / or in-kind contributions from sponsors and community partners, and any conditions attached to each contribution; and
 - The total estimated funding requested, per fiscal year, per inter-professional health provider.
- Funding for approved inter-professional health providers will be provided through the *Nurse Practitioner-Led Clinic Operational Agreement*. This will be the final business agreement to be signed between your Nurse Practitioner-Led Clinic and the ministry, which the ministry will prepare.

Where to Get More Information

- All potential Nurse Practitioner-Led Clinics who have received conditional approval to proceed can obtain more information from their assigned ministry contact. This contact will be your guide to assist you to work through the details and options of establishing your Nurse Practitioner-Led Clinic.
- If you have not yet been assigned a ministry contact, please refer to the ministry's website at: http://www.health.gov.on.ca/transformation/np_clinics/np_mn.html for contact information.

Appendix 1: Nurse Practitioner-Led Clinic Implementation Roadmap

